

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 16-501**



10 NOVEMBER 2011

Operations Support

**STRATEGIC PLANNING AND
PROGRAMMING**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements the programming portion of Air Force Policy Directive (AFPD) 16-5, *Planning, Programming and Budgeting System (PPBS)*, 27 September 2010 and AFI 16-501, *Control and Documentation of Air Force Programs*, 15 August 2006. Use this instruction along with Department of Defense (DoD) Instruction 5000.2, *Operation of the Defense Acquisition System*, 8 December 2008; DoD Instruction 7045.7, *Implementation of the Planning, Programming, and Budgeting System*, 23 May 1984, with Change 1, 9 April 1987; and Management Initiative Decision (MID) 913, *Implementation of a 2-Year Planning, Programming, Budgeting and Execution Process*, 22 May 2003. MID 913 increased the effectiveness of AF Planning, Programming, and Budgeting and added additional emphasis to Execution. The process is known as the Planning, Programming, Budgeting, and Execution (PPBE) process. This instruction defines PPBE responsibilities for HQ USAFA and Academy Mission Partners. This instruction also describes how the Academy Strategic Planning process implements PPBE and will assist in the timely publication of the Air Force Academy Program Objective Memorandum (POM). This publication does not apply to Air Force Reserve Command (AFRC) units and the Air National Guard (ANG). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using Air Force (AF) Form 847, *Recommendation for Change of Publication*. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AF Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the AF Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>. See Attachment 1 for a glossary of references and supporting information.

SUMMARY OF CHANGES

This document updates corporate body membership, changes POM oversight responsibility from HQ USAFA/FM to HQ USAFA/A8A, and clarifies programmatic and budget programming responsibilities and timelines.

1. USAFA Strategic Planning and Programming System.

1.1. **Purpose.** This instruction describes the roles, responsibilities, and processes the Academy uses to strategically plan, program, budget, and execute its mission. The Academy's strategic plan guides all of our planning and programming activities by identifying goals and objectives for the next several years. The Academy's resource management process uses a streamlined implementation of the Air Force Planning, Programming, Budgeting, and Execution (PPBE) system (Attachment 2). These four interrelated PPBE phases align Academy objectives, policies, and strategies with the Air Force. The phases include capability requirements (*Planning*), matching them with resource requirements (*Programming*), translating them into budget proposals (*Budgeting*), and evaluating spending (*Execution*) to determine how well the desired capabilities are achieved.

1.2. **Overview.** The Academy strategic planning and programming system (Figure 1.) is centered on the three key activities of assess, plan, and execute.

Figure 1. Academy Strategic Planning System.



1.2.1. Assess. USAFA's Institutional Effectiveness Program (IEP) (USAFAI 36-3502) assesses the effectiveness of Academy programs, Academy outcomes, and our strategic goals and objectives. The IEP empowers the Monitoring and Implementation Team (MIT, Figure 3.) to strategically align assessment and appraisal efforts to sustain an institutionally effective, operationally relevant, mission-focused environment. The annual Institutional Effectiveness Report highlights gaps to be addressed in future strategic plan reviews. The Academy Strategic Plan contains strategic Institutional Effectiveness Indicators (IEI) the Academy uses to track the progress of implementing its USAFA Strategic Plan.








1.2.2. Plan. Planning is comprised of both planning and programming: identifying what the institution wants to do (planning) and how it will secure the required resources (programming) via our POM submission. The Strategic Plan guides the Academy's programming activities and influences current-year budget cuts and internal resource realignments. The Academy uses a streamlined version of the Air Force Planning, Programming, Budgeting, and Execution system (Attachment 2) to develop and execute its budget activities.

1.2.3. Execute. The Staff and Mission Partners (MPs) develop and implement supporting plans and initiatives to achieve our strategic goals and objectives. This phase tracks planned program actions (POM) against actual spending (budget) to ensure the Academy implements its program resources accordingly.

1.3. Activity View.

Figure 2. provides an expanded view of these strategic activities including their purpose, organization, governance, key products and inputs, and event timing.

Figure 2. Academy Strategic Activities Breakdown.

	Institutional Assessment	Strategic Planning	Programming (PPBE & POM)	Budget Execution
Purpose	Establish mission essential tasks, standards, assessment methods, provide internal monitoring and accountability for continuous improvement.	Contains strategic goals, objectives, identifies our institutional effectiveness indicators (IEIs), defines strategic planning process.	Roles, responsibilities and processes we use to program and secure resources to execute our programs.	Roles, responsibilities and processes we use to apply budgeted resources against our mission.
Oversight / Organization	MIT 	SSG  MIT 	SSG  MIT 	SSG  MIT 
Governance	Institutional Effectiveness Program (IEP) USAFI 36-3502)	Strategic Planning and Programming USAFAI 16-501	Strategic Planning and Programming USAFAI 16-501	Budget Guidance & Procedures AFI 65-601
Key Products	IEP Matrix (assessment plan for upcoming year) IEP Summary (prev year) IE Indicators	Strategic Plan Quarterly IEI reports to MIT and SSG	POM and MILCON Submissions	Annual USAFA Budget
Inputs and Support	ME program evaluations Outcomes assessments AF Inst Competencies Strategic Goal metrics Institutional Assessment	IEP Results/Gaps SUPT priorities Opportunities/Threats ME & other plans and Initiatives (IT, CDO)	AF Guidance SUPT priorities Strategic Goals ME and A-Staff initiatives / inputs, IEP	AF Guidance SUPT priorities Strategic Goals ME and A-Staff requests
Timing	Jul: Publish IEP Matrix Jul and Jan: Publish IEP Summary	May: Review Plan (MIT) Jul: Rev/Appr Plan (SSG) Annual status update Biennial plan updates	Jul: FM call for inputs Oct: Inputs due to FM Dec: SSG approves Jan: POM due to HAF	Quarterly FWG Annual FMB

FMB: Financial Management Board

FWG: Financial Working Group

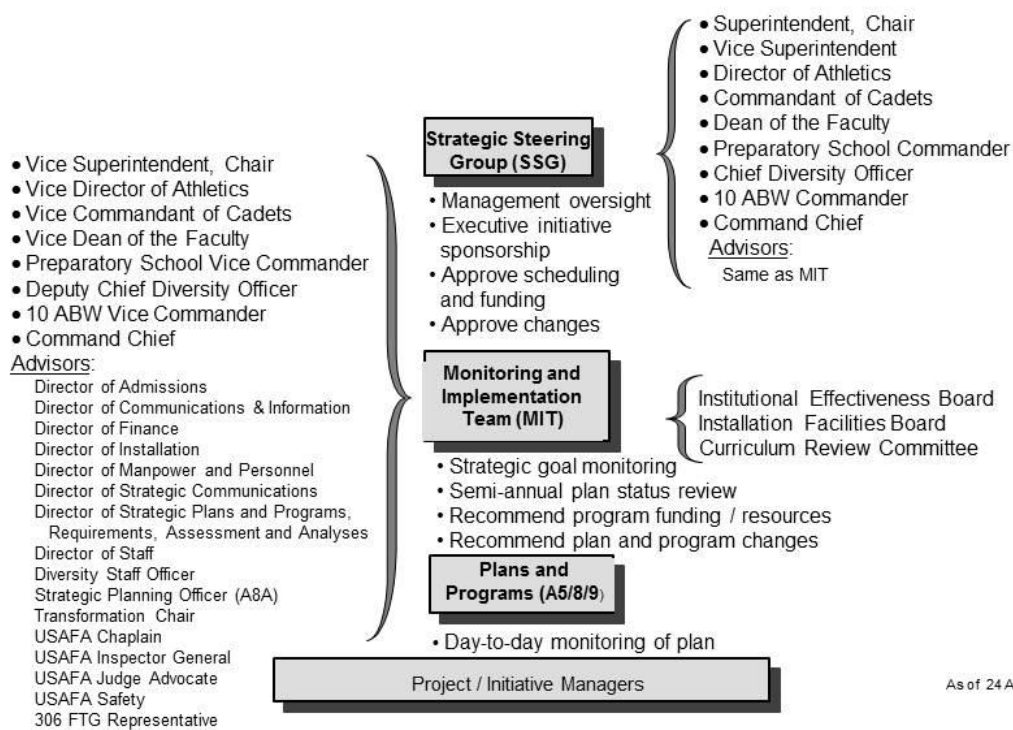
ITFWG: Info Technology Financial Working Group

MIT: Monitoring and Implementation Team

SSG: Strategic Steering Group

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1.4. **Governance.** The Academy strategic planning and programming governance model (Figure 3.) is based on elements of the HQ Air Force strategic planning process outlined in the 2008 AF Strategic Plan combined with portions of the Air Force corporate programming and budgeting structure. This organizational structure is responsible for both strategic planning and resource programming activities at the Academy.

Figure 3. Academy Strategic Planning and Programming Governance Model.

2. Roles and Responsibilities.

2.1. Headquarters, USAF Academy. The headquarters will:

2.1.1. Propose new initiatives to the Air Force Academy Corporate Structure (AFACS). Develop and distribute Air Force and Academy program guidance and program development instructions to Academy Mission Partners.

2.1.2. Implement HAF programming directives and POM submission guidance and ensure the HAF-approved Academy program (POM) is reflected in the Future Years Defense Program (FYDP).

2.1.3. Ensure appropriate amendments to program guidance and directives are interpreted and implemented.

2.1.4. Adjudicate and prioritize new Academy initiatives and program changes. Approve all new Academy programs and direct Academy program changes within the range of Academy approval authority, funding, and manpower.

2.1.5. Develop and submit the Academy POM to HAF.

2.2. **Mission Partners.** Academy MPs will submit new initiatives or program adjustments to HQ USAFA as required. These agencies will:

- 2.2.1. Comply with program guidance issued by HQ USAF and HQ USAFA.
- 2.2.2. Submit program data and briefings IAW HQ USAFA published direction. Figure 5. depicts a sample activity schedule.
- 2.2.3. Coordinate with other MPs as appropriate to translate the Superintendent's requirements and direction into programmatic terms, to include program elements and required funding.
- 2.2.4. Provide POM, program adjustment, and execution year initiative submissions highlighting Superintendent's requirements and priorities. Include rationale for any shortfalls in funding needed to support Superintendent's requirements.
- 2.2.5. Submit requests for out of cycle program changes, which have been staffed and coordinated with all other affected MPs.
- 2.2.6. Implement HQ USAFA approved Air Force Academy program as directed.

2.3. **HQ USAFA/A5/8/9.** The Strategic Plans and Programs, Requirements, Assessment and Analyses directorate has overall administrative responsibility for reviewing, updating, and maintaining the USAFA Strategic Plan. A5/8/9 is responsible to the Superintendent for establishing guidelines and procedures supporting plans and initiatives and for providing updated guidance for the overall Academy strategic planning process. A5/8/9 serves as the Superintendent's strategic planning advisor and coordinates any timeline or other exceptions with applicable Academy instructions. The Directorate is also the agency focal point for all POM submission and issues. The Directorate:

- 2.3.1. Has overall responsibility for performance measuring and reporting elements of the USAFA Strategic Plan.
- 2.3.2. Assists the MIT in developing/revising additional strategic institutional effectiveness measures. Provides analytical expertise and counsel to the MIT and MPs to determine the most effective indicators for assessing the accomplishment of strategic goals and objectives.
- 2.3.3. Ensures all effectiveness metrics are updated at least biannually and presented for leadership review at MIT and SSG reviews.
- 2.3.4. Satisfies any external reporting requirements on the performance of the USAFA Strategic Plan.
- 2.3.5. Consolidates any Academy-wide feedback or ideas and forwards this information to the MIT.
- 2.3.6. Serves as the USAFA focal point for all POM related issues. Coordinates on each approved Disconnect (D), Initiative (I), or Offset (O) to ensure proper budget level review of POM submissions.
- 2.3.7. Manages scheduling, agenda, and minutes for all MIT and SSG meetings.



3. Air Force Academy Corporate Structure (AFACS).

3.1. **Overview.** The Air Force Academy implements its strategic planning, programming, and budgeting processes through the AFACS. The strength of the AFACS is the consistency of reviews tied to successive evaluation by grade level and experience within the functional

staff (i.e., HQ USAFA, CW, 10 ABW, etc.). This approach enhances decision-making and provides balance when making resource allocation decisions. The AFACS increases overall management effectiveness by applying cross-functional judgment, experience, and analysis to program adjustments in a resource-limited environment.

3.1.1. The AFACS presents the best courses of action to the Superintendent for making programmatic and resource-based decisions. The top-down deliberative elements of the AFACS are the Strategic Steering Group (SSG) and the Monitoring and Implementation Team (MIT). The AFACS is guided by the Air Force and USAFA Strategic Plans and annual corporate Air Force programming guidance. The goals of the AFACS are to: provide a prioritized, multifunctional, cross-staff perspective on all key Academy programs; enhance responsiveness to program issues; support corporate decision-making through interaction with the MIT; improve the corporate decision-making process across organizations. Figure 4. is a graphical depiction of the AFACS that identifies the Academy's strategic planning, programming, and budget execution management structure.

Figure 4. Academy Strategic Planning, Programming, and Budget Execution Structure.

	Development, Discussion & Analysis 	Corporate Review & Approval 
Planning Strategic Planning	MIT	SSG
Programming POM	MIT	SSG
Execution Budget	FWG	FMB

FMB – Financial Management Board
 FWG – Financial Working Group
 MIT – Monitoring and Implementation Team
 SSG – Strategic Steering Group

3.2. **Strategic Steering Group (SSG).** The SSG is the senior forum for cross-functional consideration of the most critical Academy strategic planning and programming issues. The group is chaired by USAFA/CC with membership consisting of USAFA/CV, AD, CW, DF, PL, CDO, 10 ABW/CC and CCC. Advisors include A1, A5/8/9, A6, A7, CM, FM, HC, IG, JA, RR, SE, Transformation Chair, financial working group representatives and 306 FTG or as requested by the SSG.

3.2.1. **Strategic Planning.** The SSG is responsible for overall management oversight of the Strategic Plan. The SSG prioritizes programs and initiatives, sponsors initiatives, and approves changes to the Strategic Plan. The Vice Superintendent is responsible for effective implementation of the Strategic Plan and acts on behalf of the Superintendent to ensure Mission Partners are executing their supporting initiatives in a timely manner.

3.2.2. Planning, Programming, Budgeting, and Execution. The SSG reviews and acts on programmatic recommendations from the MIT and produces the Academy's POM submission. The group also provides expeditious coordination on significant, urgent, and complex issues to ensure that Academy plans, policies, and programs comply with Air Force objectives.

3.3. **Monitoring and Implementation Team (MIT).** This team is the Academy center of strategy development, institutional effectiveness, programming expertise, and program review and is the first level of corporate deliberation. The team serves as the initial point of entry for Staff or MPs forwarding strategic issues, program adjustments, POM initiatives, FYDP reductions, or other issues requiring corporate review. The MIT is chaired by USAFA/CV and membership consists of Vices from USAFA/AD, CW, DF, PL, CDO, 10 ABW/CV and CCC. Advisors include A1, A5/8/9, A6, A7, CM, FM, HC, IG, JA, RR, SE, Transformation Chair, financial working group representatives and 306 FTG or as requested by the MIT.

3.3.1. Strategic Planning. The MIT will monitor the overall attainment of the strategic priorities, goals, and objectives. They will provide the SSG periodic progress updates and determine any significant changes to strategic goals and objectives. The MIT will also oversee the Institutional Effectiveness Program to sustain an institutionally effective, operationally relevant, mission-focused environment. They will recommend changes to continuously align the strategic Goals and Objectives with changing Academy, Air Force, and DoD demands. Additionally, in concert with key milestones defined by the strategic planning, institutional effectiveness, and budget programming processes, the team will:

3.3.1.1. Meet to confirm direction and modify strategic goals and objectives to satisfy emerging requirements.

3.3.1.2. Develop goal performance metrics to evaluate goal achievement in accordance with the USAFAI 36-3502, *Institutional Effectiveness Program* (IEP).

3.3.1.3. Prepare performance reports explaining progress in achieving strategic goals and associated objectives.

3.3.1.4. Manage the development of ME and cross-functional program implementation plans necessary for the achievement of strategic goals including specific actions to successfully complete supporting initiatives.

3.3.1.4.1. Report progress against Strategic Plan performance metrics and track supporting plan milestone achievement.

3.3.1.4.2. Identify and report constraints with programmatic, technical, or other recommendations to mitigate risk.

3.3.2. Planning, Programming, Budgeting, and Execution. The MIT evaluates Academy program objectives, policies, plans, budgets, and studies. The MIT also develops and presents a prioritized list of POM initiatives and changes to the SSG. The MIT also reviews proposed program additions or changes for institutional impact and effectiveness. MPs will provide the MIT their program proposals and POM initiatives IAW published guidance and schedule. The MIT will:

3.3.2.1. Strive to adequately balance the costs associated with implementing the strategic goals and objectives and competing program demands against current obligations.

3.3.2.2. Solicit inputs from Mission Partners, the Facilities Panel, the Information Technology Management Board (ITMB), and Academy Staff.

3.3.2.3. Provide guidance to USAFA/A8A in the distribution and programmatic assessment of non-programmatic, execution-year cuts. An established working relationship between the Mission Partners, the MIT, USAFA/A8A, and USAFA/FM ensures funding ramps are avoided when possible and explained to the proper level of fidelity. This relationship also protects corporate intent when last minute, undistributed cuts emerge during the fall review.

3.3.2.4. Coordinate assignment changes to existing Program Elements in preparation for Superintendent and HAF approval (see section 4.3.1.).

3.3.2.5. Review and recommend the annual fiscal year execution plan for SSG approval.

3.3.2.6. Review and recommend program changes to Mission Partner and/or the SSG for approval.

3.4. **Mission Partners.** AcademyMPs will:

3.4.1. Develop implementation plans or initiatives supporting USAFA strategic goals, outcomes, and the Air Force institutional competencies (GOCs) in accordance with the format guidelines issued by USAFA/A5/8/9.

3.4.2. Update existing organizational level plans or initiatives to align with and support the USAFA Strategic Plan and USAFA GOCs at the next scheduled interval in their organizational planning cycle, or within 90 days of Academy Strategic Plan publication, whichever is earlier.

3.4.3. If MPs have published strategic plans within the six months preceding publication of the USAFA Strategic Plan, they will issue a change that addresses any disconnects between their existing plan and the USAFA Strategic Plan within three months. They will work closely with HQ USAFA/A5/8/9 to implement specific actions within their areas of responsibility to successfully achieve their plan goals and objectives.

3.5. **Schedule.**

3.5.1. Process timing is on a calendar year schedule. Refer to Air Force POM Preparation Instruction (PPI), DoD Instruction 7045.7, and HQ USAFA/A8A guidance for actual calendar of events. Example POM programming cycles are depicted at Figure 5.

Figure 5. Sample POM Programming Cycle.

May	Academy MIT reviews status of achieving USAFA Strategic Goals and considers new programs or program changes based on the results (even-numbered years)	
	MIT updates Strategic Plan within one year of new Superintendent's arrival	

May	HQ USAFA/A8A issues POM guidance / data call	
August	Academy MIT reviews initial set of issues and programs	
September	HAF issues guidance / data call letter	
	Academy MIT reviews program reduction proposals	
October	Informal Program Element Manager (PEM) parades (reviews)	
	Academy MIT reviews POM and MILCON submissions	
November	Academy SSG approves POM and MILCON submissions	
December	Combatant Commanders Integrated Priority Lists (IPLs) due	
	MAJCOM POM submittals due	
January	HAF Program Element Manager (PEM) parades (reviews)	
February	Programmer's Conference (O-6 level)	
February/March	Review and MAJCOM presentations	
March	MILCON working group	
April-June	AF Group, AF Board, AF Council deliberations	
July	AF approves their POM	
August	AF sends POM to OSD	

4. Documentation.

4.1. **Program.** The Air Force and Air Force Academy disseminate the Program through program documents. The principal and supplementary program documents list particular resource commodities of the overall programs and their OPRs. HQ USAFA/A8A publishes the principal program documents after the President's Budget submission. They may also publish program documents after a significant amended budget submission or any time HQ USAFA directs an additional update. These program documents are categorized by Program Element (where appropriate), consistent with the USAF and USAFA Force and Financial Plans, and are implemented only with specific and separate authority from HQ USAFA/CC.

4.2. **Program Change Requests (PCRs).** PCRs are used to request an operational or fiscal change outside the normal PPBE cycle that is mission critical to accomplish in the execution or budget years. Changes to the Academy Program after execution and budget years will be part of Program Agency initiatives or disconnects during the next POM programming phase. General guidelines for Academy PCRs are available from HQ USAFA/A8A.

4.3. USAF and USAFA Program Document Processing and Distribution.

4.3.1. Program Elements (PEs) are primary data elements in the FYDP. They are organized into 11 Major Force Programs (MFP), 6 combat force oriented programs, and 5 support programs.

4.3.2. PPBE documents and supporting databases are not disclosed outside DoD or other governmental agencies not directly involved in the defense planning and resource allocation process (e.g., OMB). The Air Force, by request, distributes SECAF and CSAF approved PPBE documents and decisions to OSD and headquarters elements of the Departments of the Army and the Navy. Sub-elements of those departments that require information on Air Force programs should request it from their respective departmental headquarters. The Air Force distributes program documents internally on a strict "need-to-know" basis (see DoD 5200.1-R, *Information Security Program Regulation*, January 1997 and AFD 16-14, *Information Protection*, 28 September 2010). At the Academy, HQ USAFA/FM controls the distribution of the principal program documents; the OPRs control supplementary documents.

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Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 16-501, *Control and Documentation of Air Force Programs*, 15 August 2006

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 16-5, *Planning, Programming, and Budgeting System (PPBS)*, 29 July 1994

AFPD 16-14, *Information Protection*, 28 September 2010

DoD 5200.1-R, *Information Security Program Regulation*, January 1997

DoDI 5000.2, *Operation of the Defense Acquisition System*, 12 May 2003

DoDI 7045.7, *Implementation of the Planning, Programming and Budgeting System*, 23 May 1984, with Change 1, 9 April 1987

MID 910, *Budget and Performance Integration Initiative*, 1 January 2001

MID 913, *Implementation of a 2-Year Planning, Programming, Budgeting and Execution Process*, 22 May 2003

Administrative Control of Appropriations and Anti-Deficiency Act Violations, March 2001

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009

Abbreviations and Acronyms

10 ABW—10th Air Base Wing

ABIDES—Automated Budget Interactive Data Environment System

AD—Athletics Director

AF—Air Force

AFACS—Air Force Academy Corporate Structure

AFB—Air Force Board

AFC—Air Force Council

AFCS—Air Force Corporate Structure

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

ANG—Air National Guard

BES—Budget Estimate Submission

CDO—Chief Diversity Officer
CSAF—Chief of Staff of the Air Force
CV—Vice Commander
CW—Commandant of Cadets
DF—Dean of the Faculty
DoD—Department of Defense
F&FP—Force and Financial Plan
FYDP—Future Years Defense Program
FY—Fiscal Year
HAF—Headquarters Air Force
IEP—Institutional Effectiveness Program
ITFWG—Information Technology Financial Working Group
MAJCOM—Major Command
MILCON—Military Construction
O&M—Operations and Maintenance
OPR—Office of Primary Responsibility
PBD—Program Budget Decision
PCR—Program Change Request
PEM—Program Element Monitor
PE—Program Element
PL—Preparatory School
POM—Program Objective Memorandum
PPBE—Planning, Programming, Budgeting and Execution System
PPBS—Planning, Programming and Budgeting System
RAPIDS—Resource Allocation Programming Information Decision System
RDS—Records Disposition Schedule
RR—Director of Admissions
SECAF—Secretary of the Air Force
SECDEF—Secretary of Defense
USAFA—United States Air Force Academy

Terms

Air Force Academy Corporate Structure (AFACS)—Embodies the corporate review process for HQ USAFA. It allows time critical or time limited functional reviews at the appropriate levels. The AFACS increases overall management effectiveness by applying cross-functional judgment, experience, and analysis to program adjustments in a resource-limited environment. The corporate structure as it pertains to this document is the Air Force Academy Council and the Mission and Mission Support Panels.

Air Force Corporate Structure (AFCS)—Embodies the corporate review process for HQ USAF. It does not replace the functional staff but, rather, enhances it by allowing time critical or time limited functional reviews at the appropriate levels. The deliberative components of the Corporate Structure are the Air Force Council (AFC), the Air Force Board (AFB), the Air Force Group (AFG), and the thirteen Mission and Mission Support Panels. This structure increases management effectiveness and improves cross-functional decision-making by providing a forum in which senior Air Force leadership can apply their collective judgment, experience, and analysis to major programs, objectives, and issues. This process balances programs among mission areas, between force structure and support, and between readiness, modernization, and transformation. Additionally, this approach ensures the Air Force program is capabilities based and supports the Joint warfighter. Only military or Department of Defense civilian personnel assigned to the Air Staff or Office of the Secretary of the Air Force may serve as members of the corporate structure.

AFC (Air Force Council)—Advises and makes recommendations to the Chief of Staff and Secretary on major matters, including the responsiveness of Air Force plans and programs to national, Office of the Secretary of Defense, Joint Chiefs of Staff, and Air Force objectives. The Vice Chief of Staff chairs the AFC. Membership is at the Deputy Chief of Staff (three-star) level, corresponding Secretariat level, and selected Directorate (two-star) level (paragraph 3.2.).

Air Force Academy Council (AFAC)—The AFAC is the senior forum for cross-functional consideration of the most critical Air Force issues. It is chaired by the USAFA/CC and membership consists of HQ USAFA and Mission Partner principals.

AFB (Air Force Board)—Advises and provides recommendations to the Air Force Council (AFC) on major programming and other staffing issues. In addition, the AFB conducts corporate reviews of the resource allocation process, enhances the corporate decision process, and works to shape and refine proposals prior to presentation to the AFC. The AFB has decision authority for issues submitted by the Air Force Group (AFG). The Director of Programs chairs the AFB, except for purposes of budget formulation and execution to include the Program Budget Review (PBR), Budget Review Cycle, and President's Budget (PB), when the Deputy Assistant Secretary (Budget) (SAF/FMB) chairs it. Membership is at the General officer/Senior Executive Service level (paragraph 3.3.) but advisory members include the panel chairs, CONOPS Champions, and those with special expertise.

AFG (Air Force Group)—Advises and provides recommendations to the Air Force Board (AFB) on major programming and other staffing issues. Conducts corporate reviews of the resource allocation process, enhances the corporate decision process, and works to shape and refine proposals prior to presentation to the AFB and the Air Force Council (AFC). The Deputy Director of Programs chairs the AFG. Membership is at the Colonel/civilian equivalent level (paragraph 3.4.), but advisory members include the panel chairs, CONOPS champions, and those

with special expertise. The AFG is the first level in the corporate structure that integrates the Air Force mission, mission support areas, and capabilities into a balanced Air Force program.

Budget Year(s)—The year(s) following the current fiscal year, and for which the Budget Estimate Submission (BES) is prepared. For example, if the current fiscal year were FY 2005, the budget year(s) would be FY 2006-07.

Disconnect—An approved program, which is unexecutable because of resource shortfalls. Specific Air Force or Office of the Secretary of Defense Program Budget Decisions (PBDs) that change the program content or pace in the Planning, Programming, Budgeting, and Execution cycle are not candidates for disconnects in the following year's cycle.

Execution Year—The current fiscal year.

Fiscal Year (FY)—The 12-month period which begins 1 October of one year and ends 30 September of the next year.

Future Years Defense Program (FYDP)—The official OSD document and database that summarizes Secretary of Defense approved plans and programs for the Department of Defense.

Initiative—A proposal for resources to initiate a new program (new start).

Mission Partner (MP)—At the Academy, a unit charged with fulfilling a particular mission (Director of Athletics [AD], Commandant of Cadets [CW], Dean of the Faculty [DF], Preparatory School [PL], and 10th Air Base Wing [10ABW]).

Offsets—Resources that are offered to "pay" for a Program Change Request action, disconnect, or initiative.

Out Years—The years of the Air Force Program not included in the execution or budget years.

Program Change Request (PCR)—Document used to request an out-of-cycle change to the FYDP program structure (during the execution and budget years) which can be initiated by Headquarters USAF, the MAJCOMs, or other Mission Partners. Changes to the Air Force Program that begin beyond the execution and budget years should be part of Program Agency initiatives or disconnects during the next programming phase.

Prior Year (PY)—The fiscal year immediately preceding the current year (last completed fiscal year). Also referred to as Past Year.

USAF Force and Financial Plan (F&FP)—The database that describes the Future Years Defense Plan. The Air Force portion of the DoD FYDP, consisting of a series of classified volumes, which shows (by program element code), a projection of the forces, manpower, and dollar resources approved for the Air Force. Interaction with the F&FP is accomplished using the Automated Budget Interactive Data Environment System (ABIDES) program. Changes to the F&FP using ABIDES, are accomplished through the Resource Allocation Programming Information Decision System (RAPIDS).

Attachment 2

PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION (PPBE) SYSTEM

A2.1. The PPBE system is the DoD resource management process with four interrelated phases consistent with national security objectives, policies, and strategies. Its purpose is to identify capability requirements (*Planning*), and match them with resource requirements (*Programming*), translate them into budget proposals (*Budgeting*), and evaluate spending (*Execution*) to determine how well the desired capabilities will be achieved. The Secretary of Defense (SECDEF) provides centralized policy direction throughout the four phases, while delegating program development, execution authority, and responsibility to Services and DoD agencies.

A2.1.1. **Planning.** The first phase, *planning*, begins with broad strategies and plans that encompass long-range guidance out to 8-years and mid-term objectives and planning out to 5-years. Long-range guidance defines major Academy modernization and investment requirements. Our Strategic Plan (SP) and Institutional Effectiveness Program (IEP) guide long and mid-term planning. The Strategic Plan is reviewed annually and updated every other year and the IEP is executed annually and updated as required.

A2.1.2. **Programming.** The programming phase translates guidance into action, balances allocation of resources to plans (requirements), organizes requirements into packages (programs), and prioritizes programs based on capabilities/risks. The result is the Academy's POM submission to HAF.

A2.1.3. **Budgeting.** The third phase of our PPBE process, *budgeting*, involves formulating and controlling near-term resource requirements, allocation, and use based on the results of the planning and programming efforts.

A2.1.4. **Execution.** The final phase of our PPBE process is the *execution* of our program-budget. Execution is the process of translating the performance of the planning, programming, and budgeting phases into institutional capabilities.

A2.2. For additional details about PPBE, see AFI 16-501, *Control and Documentation of Air Force Programs*, 15 August 2006.